



CAYMAN ISLANDS GOVERNMENT

Employment Information and Human Resources Activity

Annual Report for the Fiscal Year
1st July 2007 to 30th June 2008

Prepared by:-
Strategic & Corporate HR Unit
Portfolio of the Civil Service
15th September 2008



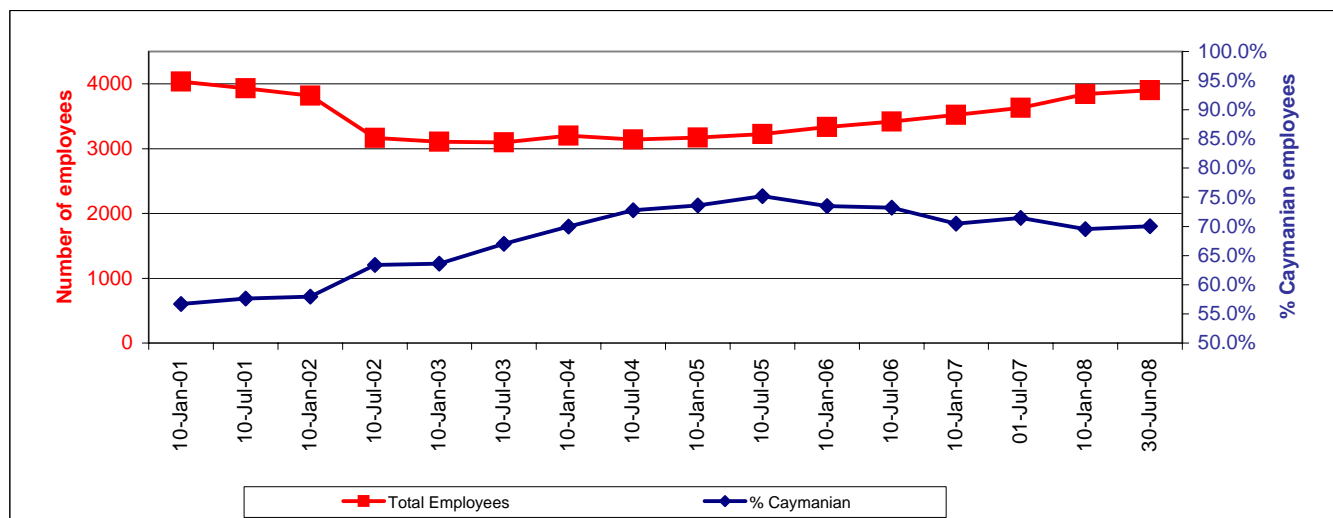
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Section 1: Current Employee Information

(1a) Percentage of Caymanian employees 10th January 2001 to 30th June 2008



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08
Caymanian	2287	2267	2214	2007	1977	2075	2238	2288	2332	2425	2449	2503	2481	2595	2672	2735
Non-Caymanian	1747	1666	1606	1160	1130	1022	961	855	837	799	883	915	1039	1037	1171	1169
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904
% Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%	75.2%	73.5%	73.2%	70.5%	71.4%	69.5%	70.1%
% Non-Caymanian	43.3%	42.4%	42.0%	36.6%	36.4%	33.0%	30.0%	27.2%	26.4%	24.8%	26.5%	26.8%	29.5%	28.6%	30.5%	29.9%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Number of Civil Servants at lowest since January 2001
 Highest % of Caymanian employees since January 2001

Commentary

The red line in the graph above shows how the number of civil servants has changed over the last 8 years. As of the 30th June 2008 the total staff complement of the Civil Service was 3904 (This relates to core Government and does not include Government Agencies or Statutory Authorities).

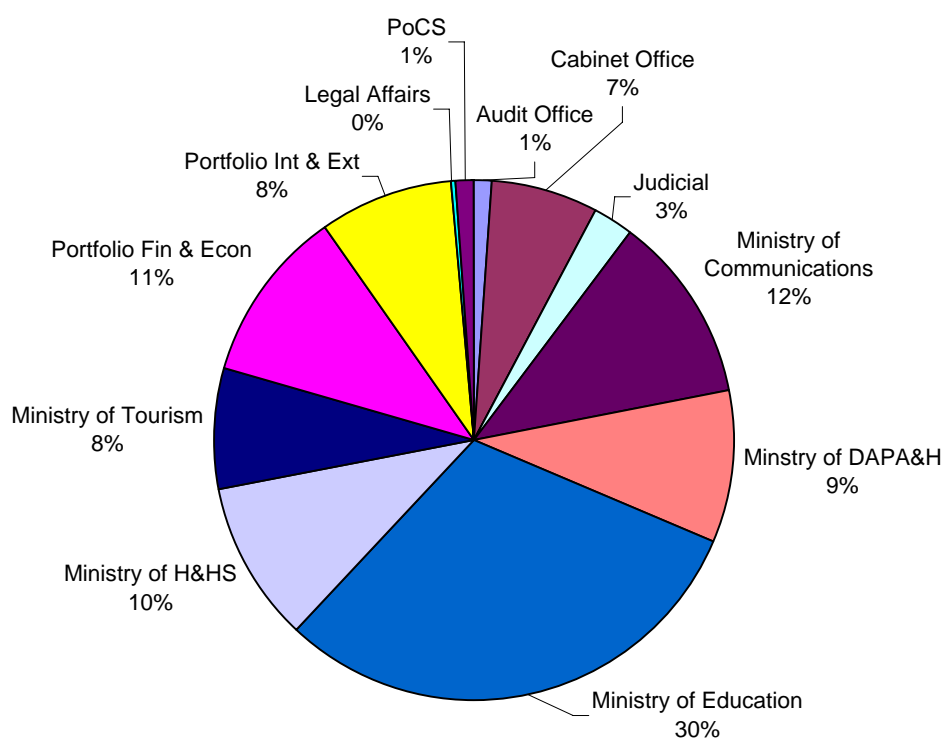
In January 2001 the Civil Service consisted of 4034 employees. Staff numbers were at their lowest point in July 2003 when the number of civil servants was 3097. The creation of the Health Services Authority in July 2002 was a major contributory factor as employees transferred from core Government to Statutory Authorities. Other Statutory Authorities have also been created over this time period including the National Roads Authority in 2004 and the Maritime Authority of the Cayman Islands in 2005. The last five years has seen a steady growth in staff numbers since the low in 2003. A more detailed breakdown of growth within Ministries, Portfolios and Departments during the fiscal year is provided in subsequent pages.

The table above shows that Caymanian employees currently constitute 70% of the workforce, an increase of 13% since January 2001. At the highest point in July 2005 the percentage of Caymanians in the workforce was 75.2% (as shown by the blue line on the chart above).

(1b) Corporate Growth in Government during 2007/08 contribution by Ministries/Portfolios

Ministry/Portfolio/Department	Employees 01-Jul-07	Employees 30-Jun-08	% Government (30-Jun-08)	Staff Increase	% Change
Audit Office	18	21	1%	3	17%
Cabinet Office	108	126	3%	18	17%
Complaints Commission	6	6	0%	0	0%
Judicial	55	62	2%	7	13%
Ministry of Communications	522	554	14%	32	6%
Ministry of DAPA&H	375	401	10%	26	7%
Ministry of Education	861	945	24%	84	10%
Ministry of Health and Human Services	240	267	7%	27	11%
Ministry of Tourism	112	133	3%	21	19%
Portfolio of Finance & Economics	269	298	8%	29	11%
Portfolio of Internal & External Affairs	976	999	26%	23	2%
Portfolio of Legal Affairs	67	66	2%	-1	-1%
Portfolio of the Civil Service	23	26	1%	3	13%
TOTAL	3632	3904	100%	272	7%

% Contribution to overall Government growth by Ministry/Portfolio

Commentary

Overall there was a net increase in size of the Civil Service during the fiscal year 2007/08 of 7%.

The table identifies what percentage growth each Ministry/Portfolio has experienced within the year. It ranges from a decrease of 1% within the Portfolio of Legal Affairs to a high of 19% experienced by the Ministry of Tourism.

The graph breaks down the extent to which each Ministry/Portfolio contributed to the overall growth of the Civil Service during 2007/08. It identifies, for example, that the Ministry of Education was responsible for 30% of the growth in the service (84 employees), whilst agencies like Audit Office and Portfolio of the Civil Service had very little impact, each with 3 additional staff.

It should be noted, however, that the Ministries and Portfolios vary considerably in the number of civil servants they employ and consequently their ability to impact the overall picture.

Employee Information as at 30th June 2008

(1c) Growth in Government during 2007/08 by Department

Ministry/Portfolio/Department	Employees 01-Jul-07	Employees 30-Jun-08	Increase or Decrease in staff	% Change
911 Emergency Communications	16	14	-2	-13%
Agriculture	59	62	3	5%
Audit Office	18	21	3	17%
Cabinet Office	25	33	8	32%
Cadet Corps	7	7	0	0%
Children & Family Services	173	184	11	6%
Complaints Commission	6	6	0	0%
Computer Services	61	71	10	16%
Counselling Services	27	34	7	26%
Customs Department	132	138	6	5%
District Administration	142	161	19	13%
Economics & Statistics Office	15	25	10	67%
Education	726	785	59	8%
Employment Services	23	25	2	9%
Environment	33	37	4	12%
Environmental Health	133	140	7	5%
Fire Department	156	149	-7	-4%
General Registry	43	49	6	14%
Government Information Services	22	22	0	0%
Health Insurance Commission	5	8	3	60%
His Excellency the Governor	6	6	0	0%
Immigration	148	170	22	15%
Judicial Department	55	62	7	13%
Lands & Survey	63	69	6	10%
Legal Affairs	67	66	-1	-1%
Legislative	13	12	-1	-8%
Ministry C, W & I	57	59	2	4%
Ministry DA, P, A & H	19	23	4	21%
Ministry Ed, T, E, Y&S, C	110	129	19	17%
Ministry H & HS	35	41	6	17%
Ministry T, E, I & C	32	33	1	3%
MRCU	45	39	-6	-13%
National Archive	16	17	1	6%
Planning	47	47	0	0%
Police	427	423	-4	-1%
Portfolio Civil Service	23	26	3	13%
Portfolio Finance & Economics	45	52	7	16%
Portfolio Int & Ext Affairs	28	39	11	39%
Postal	97	105	8	8%
Prison	159	162	3	2%
Public Works	155	155	0	0%
Radio Cayman	19	23	4	21%
Recreation, Parks & Cemeteries	22	29	7	32%
Tourism	47	63	16	34%
Treasury	34	34	0	0%
Vehicle & Equipment Services	39	43	4	10%
Youth and Sports	2	6	4	200%
Total	3632	3904	272	7%

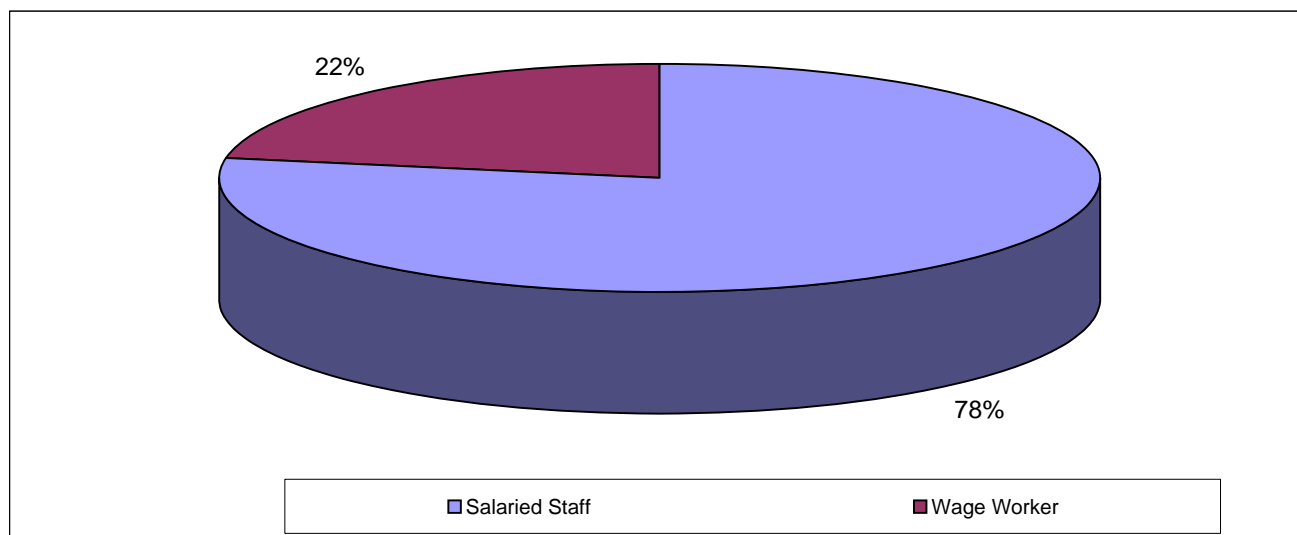
Commentary

The table above shows the change in the size of Government during 2007/08 at departmental level. Six departments, 911 Emergency Communications, Fire, Legal Affairs, Legislative, MRCU, and Police (identified by green shading in the table above), did not reflect the general growth pattern of the service and in fact decreased in size by between 1% (Police & Legal Affairs) and 13% (911 Emergency Communications & MRCU) during the year. Seven further departments identified with blue shading in the table above remained the same size.

Departments where the increase in staff was over 25% are highlighted in orange and include: the Cabinet Office, Counselling Services, Economics and Statistics, Health Insurance Commission, the core Portfolio for Internal & External Affairs, Recreation Parks & Cemeteries, Tourism and Youth & Sports.

The core Ministry/Portfolio departments all grew in size ranging from the Ministry T,E,I&C with a 3% growth rate, to the Portfolio of I&E with a 39% increase.

(1d) Percentage of Employees by Employment Type



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08
Salaried Staff	2769	2703	2723	2206	2196	2217	2271	2287	2300	2302	2399	2448	2607	2730	2966	3036
Wage Worker	1265	1230	1097	961	911	880	928	856	869	922	933	970	913	902	877	868
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904
Salaried Staff	68.6%	68.7%	71.3%	69.7%	70.7%	71.6%	71.0%	72.8%	72.6%	71.4%	72.0%	71.6%	74.1%	75.2%	77.2%	77.8%
Wage Worker	31.4%	31.3%	28.7%	30.3%	29.3%	28.4%	29.0%	27.2%	27.4%	28.6%	28.0%	28.4%	25.9%	24.8%	22.8%	22.2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Commentary

Personnel Regulations 2006 state that an employees' wages or salary should be paid on a monthly basis **or in exceptional circumstances** on a bi-weekly basis. When the Public Service Management Law 2005 and associated Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

However, despite preparatory work undertaken by Ministries & Portfolios, over a fifth of all Civil Servants continue to be paid bi-weekly. Over the last 12 months the number of employees being employed as wage workers has reduced by 34 to 868. This does not reflect a significant shift in the desired employment terms for employees. A more detailed breakdown of employment type by department is shown on page 5.

During 2007/08, of the 740 new employees recruited to the Civil Service, 40% were appointed on wage worker contracts (see page 15) .

Employee Information as at 30th June 2008

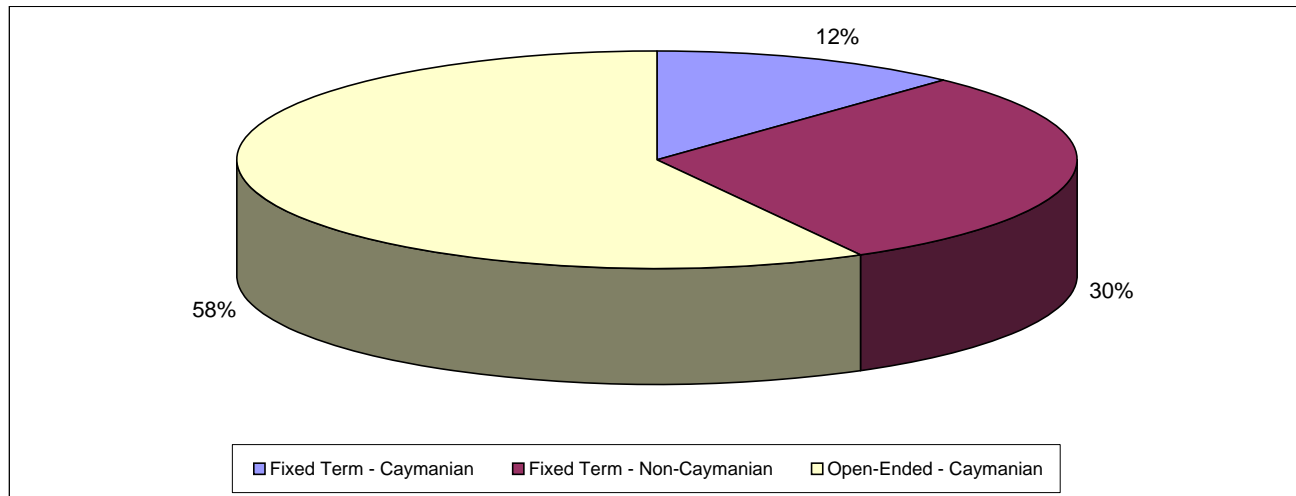
(1e) Employees by Employment Type and Department

Ministry/Portfolio/Department	Salaried Staff	Wage Worker	Total	% Salaried	% Wage Worker
911 Emergency Communications	14	0	14	100.0%	0.0%
Agriculture	35	27	62	56.5%	43.5%
Audit Office	21	0	21	100.0%	0.0%
Cabinet Office	33	0	33	100.0%	0.0%
Cadet Corps	7	0	7	100.0%	0.0%
Children & Family Services	69	115	184	37.5%	62.5%
Complaints Commission	6	0	6	100.0%	0.0%
Computer Services	65	6	71	91.5%	8.5%
Counselling Services	31	3	34	91.2%	8.8%
Customs Department	138	0	138	100.0%	0.0%
District Administration	64	97	161	39.8%	60.2%
Economics & Statistics Office	25	0	25	100.0%	0.0%
Education	572	213	785	72.9%	27.1%
Employment Services	23	2	25	92.0%	8.0%
Environment	37	0	37	100.0%	0.0%
Environmental Health	33	107	140	23.6%	76.4%
Fire Department	147	2	149	98.7%	1.3%
General Registry	49	0	49	100.0%	0.0%
Government Information Services	22	0	22	100.0%	0.0%
Health Insurance Commission	8	0	8	100.0%	0.0%
His Excellency the Governor	4	2	6	66.7%	33.3%
Immigration	146	24	170	85.9%	14.1%
Judicial Department	60	2	62	96.8%	3.2%
Lands & Survey	62	7	69	89.9%	10.1%
Legal Affairs	64	2	66	97.0%	3.0%
Legislative	11	1	12	91.7%	8.3%
Ministry C, W & I	55	4	59	93.2%	6.8%
Ministry DA, P, A & H	23	0	23	100.0%	0.0%
Ministry Ed, T, E, Y&S, C	113	16	129	87.6%	12.4%
Ministry H & HS	41	0	41	100.0%	0.0%
Ministry T, E, I & C	28	5	33	84.8%	15.2%
MRCU	17	22	39	43.6%	56.4%
National Archive	14	3	17	82.4%	17.6%
Planning	47	0	47	100.0%	0.0%
Police	412	11	423	97.4%	2.6%
Portfolio Civil Service	26	0	26	100.0%	0.0%
Portfolio Finance & Economics	52	0	52	100.0%	0.0%
Portfolio Int & Ext Affairs	38	1	39	97.4%	2.6%
Postal	94	11	105	89.5%	10.5%
Prison	154	8	162	95.1%	4.9%
Public Works	48	107	155	31.0%	69.0%
Radio Cayman	18	5	23	78.3%	21.7%
Recreation, Parks & Cemeteries	12	17	29	41.4%	58.6%
Tourism	52	11	63	82.5%	17.5%
Treasury	34	0	34	100.0%	0.0%
Vehicle & Equipment Services	6	37	43	14.0%	86.0%
Youth and Sports	6	0	6	100.0%	0.0%
Total	3036	868	3904	77.8%	22.2%

Commentary

There are 7 departments where over half the employees are being employed as wage workers. These are Children and Family Services; District Administration; Environmental Health; MRCU; Public Works; Recreation, Parks & Cemeteries and Vehicle & Equipment Services.

(1f) Employees by Employment Agreement Type and Nationality



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08
Fixed Term - Caymanian	758	763	677	645	614	634	701	656	683	744	756	788	463	469	520	470
Fixed Term - Non-Caymanian	1747	1666	1606	1160	1130	1022	961	855	837	799	883	915	1039	1037	1171	1169
Open-Ended - Caymanian	1529	1504	1537	1362	1363	1441	1537	1632	1649	1681	1693	1715	2018	2126	2152	2265
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904
Fixed Term - Caymanian	18.8%	19.4%	17.7%	20.4%	19.8%	20.5%	21.9%	20.9%	21.6%	23.1%	22.7%	23.1%	13.2%	12.9%	13.5%	12.0%
Fixed Term - Non-Caymanian	43.3%	42.4%	42.0%	36.6%	36.4%	33.0%	30.0%	27.2%	26.4%	24.8%	26.5%	26.8%	29.5%	28.6%	30.5%	29.9%
Open-Ended - Caymanian	37.9%	38.2%	40.2%	43.0%	43.9%	46.5%	48.0%	51.9%	52.0%	52.1%	50.8%	50.2%	57.3%	58.5%	56.0%	58.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Commentary

Personnel Regulations 2006 outline the terms of employment for staff and determines that the tenure for Caymanians should be "open-ended" to their 60th birthday, unless the position undertaken has a finite life, or the individual is over retirement age or in other "exceptional circumstances". Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years, whilst any staff member over retirement age should have an employment agreement that is of a fixed-term of no longer than 2 years.

The graph above shows the proportion of employees that hold open-ended or fixed-term employment agreements. As of June 2008, 58% of the Civil Service were Caymanian employees on open-ended employment agreements; 30% were non-Caymanians on fixed-term agreements and 12% were Caymanians on fixed-term agreements.

The most significant decrease in the percentage of Caymanians on fixed-term employment agreements, 10%, occurred between July 2006 and January 2007, the preparation period for the implementation of the Public Service Management Law 2005. During the last fiscal year the percentage decrease has been 1%.

Employee Information as at 30th June 2008

(1g) Employees by Department, Nationality and Employment Agreement Type

Ministry/Portfolio/Department	Fixed Term				Open-Ended	Total Emps	% Emp on Fixed Term	% Caymanian under 60 ¹
	Caymanian (Under 60)	Caymanian (Over 60)	Non-Caymanian	Total	Caymanian			
911 Emergency Communications	0	0	8	8	6	14	57.1%	0.0%
Agriculture	3	2	23	28	34	62	45.2%	8.1%
Audit Office	0	0	17	17	4	21	81.0%	0.0%
Cabinet Office	10	3	2	15	18	33	45.5%	35.7%
Cadet Corps	0	0	4	4	3	7	57.1%	0.0%
Children & Family Services	17	8	75	100	84	184	54.3%	16.8%
Complaints Commission	0	0	1	1	5	6	16.7%	0.0%
Computer Services	7	1	32	40	31	71	56.3%	18.4%
Counselling Services	2	0	20	22	12	34	64.7%	14.3%
Customs Department	0	2	1	3	135	138	2.2%	0.0%
District Administration	16	11	13	40	121	161	24.8%	11.7%
Economics & Statistics Office	4	0	13	17	8	25	68.0%	33.3%
Education	80	48	313	441	344	785	56.2%	18.9%
Employment Services	5	0	2	7	18	25	28.0%	21.7%
Environment	2	0	8	10	27	37	27.0%	6.9%
Environmental Health	11	0	41	52	88	140	37.1%	11.1%
Fire Department	0	3	2	5	144	149	3.4%	0.0%
General Registry	2	0	7	9	40	49	18.4%	4.8%
Government Information Services	0	1	13	14	8	22	63.6%	0.0%
Health Insurance Commission	1	0	2	3	5	8	37.5%	16.7%
His Excellency the Governor	1	0	5	6	0	6	100.0%	100.0%
Immigration	23	4	0	27	143	170	15.9%	13.9%
Judicial Department	5	5	12	22	40	62	35.5%	11.1%
Lands & Survey	3	0	23	26	43	69	37.7%	6.5%
Legal Affairs	6	2	37	45	21	66	68.2%	22.2%
Legislative	1	1	0	2	10	12	16.7%	9.1%
Ministry C, W & I	2	4	5	11	48	59	18.6%	4.0%
Ministry DA, P, A & H	3	3	4	10	13	23	43.5%	18.8%
Ministry Ed, T, E, Y&S, C	8	7	36	51	78	129	39.5%	9.3%
Ministry H & HS	2	0	13	15	26	41	36.6%	7.1%
Ministry T, E, I & C	3	1	0	4	29	33	12.1%	9.4%
MRCU	12	4	14	30	9	39	76.9%	57.1%
National Archive	0	3	4	7	10	17	41.2%	0.0%
Planning	5	1	11	17	30	47	36.2%	14.3%
Police	25	6	201	232	191	423	54.8%	11.6%
Portfolio Civil Service	1	0	11	12	14	26	46.2%	6.7%
Portfolio Finance & Economics	2	0	17	19	33	52	36.5%	5.7%
Portfolio Int & Ext Affairs	2	1	6	9	30	39	23.1%	6.3%
Postal	7	13	5	25	80	105	23.8%	8.0%
Prison	5	6	72	83	79	162	51.2%	6.0%
Public Works	16	7	41	64	91	155	41.3%	15.0%
Radio Cayman	2	0	9	11	12	23	47.8%	14.3%
Recreation, Parks & Cemeteries	5	1	3	9	20	29	31.0%	20.0%
Tourism	12	3	15	30	33	63	47.6%	26.7%
Treasury	0	1	3	4	30	34	11.8%	0.0%
Vehicle & Equipment Services	6	1	24	31	12	43	72.1%	33.3%
Youth and Sports	0	0	1	1	5	6	16.7%	0.0%
Total	317	153	1169	1639	2265	3904	42.0%	12.3%

¹ Caymanians on a fixed term contract as a % of Caymanians potentially eligible to be on an open-ended contract

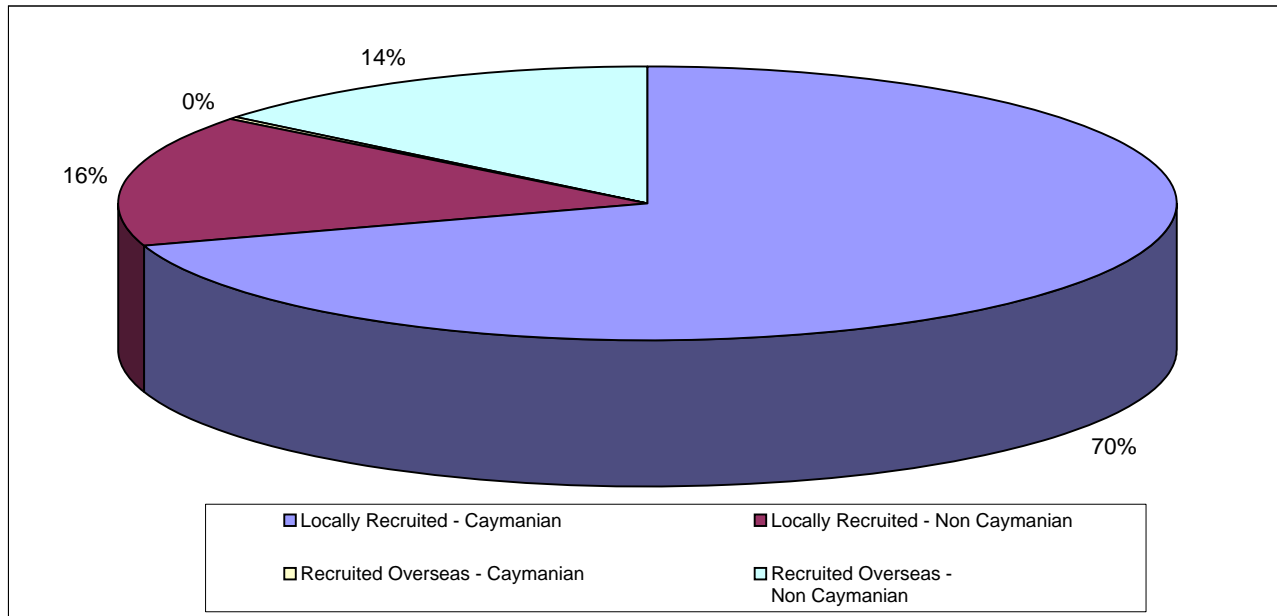
Commentary

The table above shows the employment terms offered to civil servants by their respective departments. As at the 30th June 2008 the Audit Office, the Office of His Excellency the Governor and MRCU all had over three-quarters of their staff working on fixed-term contracts (identified by the blue shading in the table above).

Across the Civil Service 8% of Caymanians aged under 60 are on fixed term contracts. The Cabinet Office, Economics & Statistics, the Office of His Excellency the Governor, MRCU, Tourism and Vehicle & Equipment Services are all departments where over 20% of Caymanians eligible to be on open-ended contracts have been placed on fixed term contracts (identified by the orange shading in the table above).

There are currently 317 Caymanian employees under the age of 60 that are not being offered open-ended contracts to retirement age spread across 37 different departments within Government.

(1h) Employees by Overseas/Local Recruitment and Nationality



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08
Locally Recruited - Caymanian	2287	2267	2214	2007	1977	2075	2238	2288	2332	2425	2449	2503	2479	2589	2666	2728
Locally Recruited - Non Caymanian	1126	1070	1010	760	729	667	597	528	504	500	520	530	564	558	612	612
Recruited Overseas - Caymanian	0	0	0	0	0	0	0	0	0	0	0	0	2	6	6	7
Recruited Overseas - Non Caymanian	621	596	596	400	401	355	364	327	333	299	363	385	475	479	559	557
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904
Locally Recruited - Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%	75.2%	73.5%	73.2%	70.4%	71.3%	69.4%	69.9%
Locally Recruited - Non Caymanian	27.9%	27.2%	26.4%	24.0%	23.5%	21.5%	18.7%	16.8%	15.9%	15.5%	15.6%	15.5%	16.0%	15.4%	15.9%	15.7%
Recruited Overseas - Caymanian	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	0.1%	0.2%	0.2%	0.2%
Recruited Overseas - Non Caymanian	15.4%	15.2%	15.6%	12.6%	12.9%	11.5%	11.4%	10.4%	10.5%	9.3%	10.9%	11.3%	13.5%	13.2%	14.5%	14.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

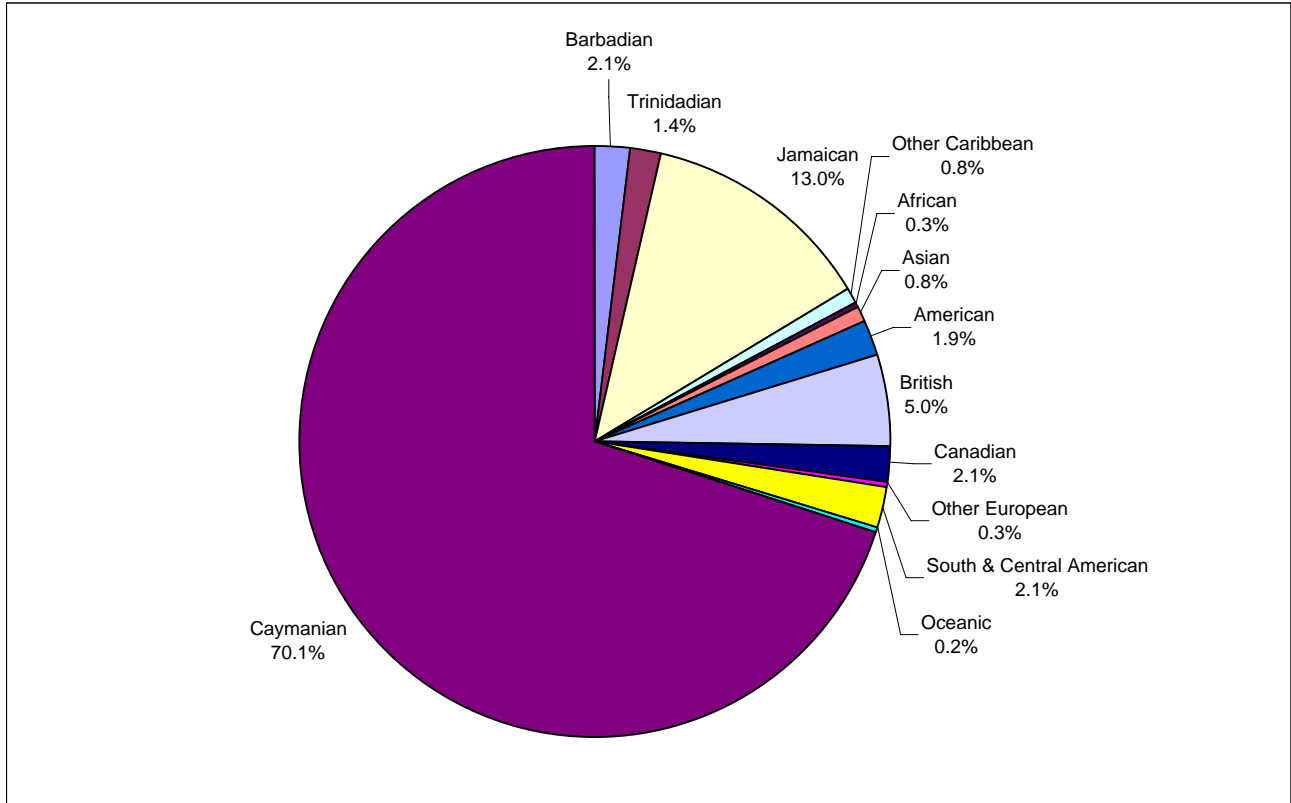
Commentary

The chart shows the number of civil servants that have been recruited from on-island and overseas. As of January 2007 modifications to the HR information recording system have enabled the Government to track the number of civil servants recruited overseas that subsequently receive Caymanian Status and the number of Caymanians working overseas who chose to return to Government service.

As at 30th June 2008, 70% of employees within the Civil Service were Caymanian. Of the non-Caymanian employees, 16% were recruited on island and 14% were recruited from overseas.

Information relating to recruitment trends for 2007/08 is identified on pages 15 through 17.

(1i) Employees by Nationality



Nationality	No. of Employees	% of Civil Service
Caymanian	2735	70.1%
Jamaican	508	13.0%
British	196	5.0%
Barbadian	81	2.1%
Canadian	81	2.1%
American	73	1.9%
Trinidadian	55	1.4%
Honduran	37	0.9%
Guyanese	27	0.7%
Filipino	23	0.6%
Saint Vincentian	11	0.3%
Belizean	5	0.1%
Indian	5	0.1%
Irish	5	0.1%
Saint Lucian	5	0.1%
Australian	4	0.1%
Nicaraguan	4	0.1%
South African	4	0.1%
Bahamian	3	0.1%
Costa Rican	3	0.1%
Cuban	3	0.1%
Dominican	3	0.1%
New Zealander	3	0.1%

Nationality	No. of Employees	% of Civil Service
Antiguan and Barbudan	2	0.1%
Colombian	2	0.1%
Grenadian	2	0.1%
Haitian	2	0.1%
Kenyan	2	0.1%
Nigerian	2	0.1%
Panamanian	2	0.1%
Austrian	1	0.0%
Bermudian	1	0.0%
Brazilian	1	0.0%
Chilean	1	0.0%
Chinese	1	0.0%
Estonian	1	0.0%
German	1	0.0%
Norwegian	1	0.0%
Portugese	1	0.0%
Romanian	1	0.0%
Russian	1	0.0%
Singaporean	1	0.0%
Swedish	1	0.0%
Venezuelan	1	0.0%
Zambian	1	0.0%
Zimbabwean	1	0.0%
Total	3904	100%

Commentary

As at 30th June 2008, just over 70% of the Civil Service was Caymanian. The remainder of the Civil Service was comprised of employees from 45 other nationalities. The table above shows the number and percentage of employees within the Civil Service by nationality, while the graph shows a more generic grouping.

The graph shows that the largest group of ex-patriot employees are Jamaican, who represent 13% of the Civil Service. British employees constitute a further 5%. Barbadian, Canadian and American employees form the next largest groups each constituting 2% of the Civil Service.

Employee Information as at 30th June 2008

(1j) Employees by Department and Nationality

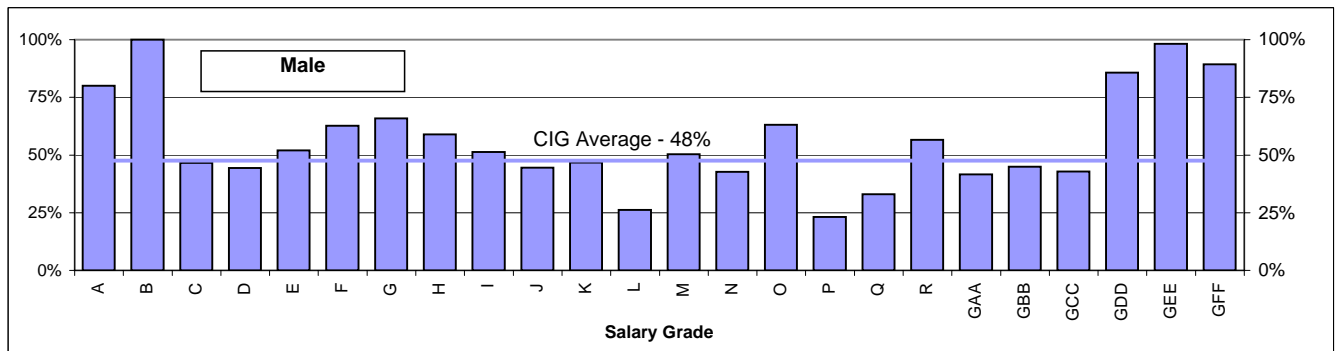
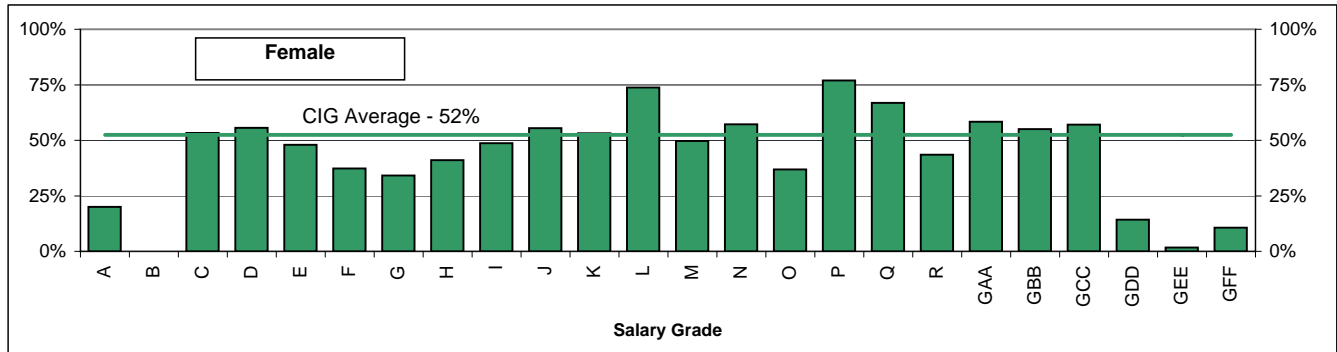
Ministry/Portfolio/Department	Caymanian	Non-Caymanian	Total	% Caymanian	% Non-Caymanian
911 Emergency Communications	6	8	14	42.9%	57.1%
Agriculture	39	23	62	62.9%	37.1%
Audit Office	4	17	21	19.0%	81.0%
Cabinet Office	31	2	33	93.9%	6.1%
Cadet Corps	3	4	7	42.9%	57.1%
Children & Family Services	109	75	184	59.2%	40.8%
Complaints Commission	5	1	6	83.3%	16.7%
Computer Services	39	32	71	54.9%	45.1%
Counselling Services	14	20	34	41.2%	58.8%
Customs Department	137	1	138	99.3%	0.7%
District Administration	148	13	161	91.9%	8.1%
Economics & Statistics Office	12	13	25	48.0%	52.0%
Education	472	313	785	60.1%	39.9%
Employment Services	23	2	25	92.0%	8.0%
Environment	29	8	37	78.4%	21.6%
Environmental Health	99	41	140	70.7%	29.3%
Fire Department	147	2	149	98.7%	1.3%
General Registry	42	7	49	85.7%	14.3%
Government Information Services	9	13	22	40.9%	59.1%
Health Insurance Commission	6	2	8	75.0%	25.0%
His Excellency the Governor	1	5	6	16.7%	83.3%
Immigration	170	0	170	100.0%	0.0%
Judicial Department	50	12	62	80.6%	19.4%
Lands & Survey	46	23	69	66.7%	33.3%
Legal Affairs	29	37	66	43.9%	56.1%
Legislative	12	0	12	100.0%	0.0%
Ministry C, W & I	54	5	59	91.5%	8.5%
Ministry DA, P, A & H	19	4	23	82.6%	17.4%
Ministry Ed, T, E, Y&S, C	93	36	129	72.1%	27.9%
Ministry H & HS	28	13	41	68.3%	31.7%
Ministry T, E, I & C	33	0	33	100.0%	0.0%
MRCU	25	14	39	64.1%	35.9%
National Archive	13	4	17	76.5%	23.5%
Planning	36	11	47	76.6%	23.4%
Police	222	201	423	52.5%	47.5%
Portfolio Civil Service	15	11	26	57.7%	42.3%
Portfolio Finance & Economics	35	17	52	67.3%	32.7%
Portfolio Int & Ext Affairs	33	6	39	84.6%	15.4%
Postal	100	5	105	95.2%	4.8%
Prison	90	72	162	55.6%	44.4%
Public Works	114	41	155	73.5%	26.5%
Radio Cayman	14	9	23	60.9%	39.1%
Recreation, Parks & Cemeteries	26	3	29	89.7%	10.3%
Tourism	48	15	63	76.2%	23.8%
Treasury	31	3	34	91.2%	8.8%
Vehicle & Equipment Services	19	24	43	44.2%	55.8%
Youth and Sports	5	1	6	83.3%	16.7%
Total	2735	1169	3904	70.1%	29.9%

Commentary

There are 9 departments where over 50% of employees are non-Caymanian (highlighted in green): 911 Emergency Communications, Audit, Cadet Corps, Counselling Services, Economics & Statistics, Government Information Services, the Office of His Excellency the Governor, Legal Affairs and Vehicle & Equipment Services.

In 11 departments, over 90% of employees are Caymanian (highlighted in blue). The Immigration Department, Legislative Department and the administration for the Ministry of TEI&C each have a 100% Caymanian workforce.

(1k) Employees by Gender and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Female	1	0	8	5	12	19	14	44	58	106	207	344	147	111	234	143	174	20	101	159	121	13	1	5	2047
Male	4	2	7	4	13	32	27	63	61	85	182	122	149	83	400	43	86	26	72	130	91	78	55	42	1857
Total	5	2	15	9	25	51	41	107	119	191	389	466	296	194	634	186	260	46	173	289	212	91	56	47	3904

Commentary

The graphs above show the proportion of grades held by female and male staff in the Civil Service as at the 30th June 2008. The solid line shows the percentage expected if the grades were uniformly distributed.

Employees within the Cayman Islands Government continue to be quite evenly distributed by gender, with the workforce comprising 52% female and 48% males.

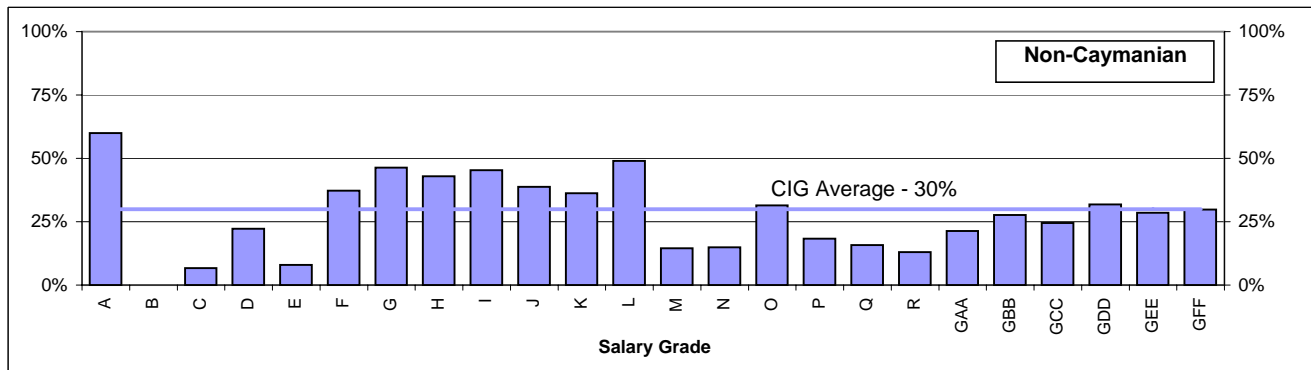
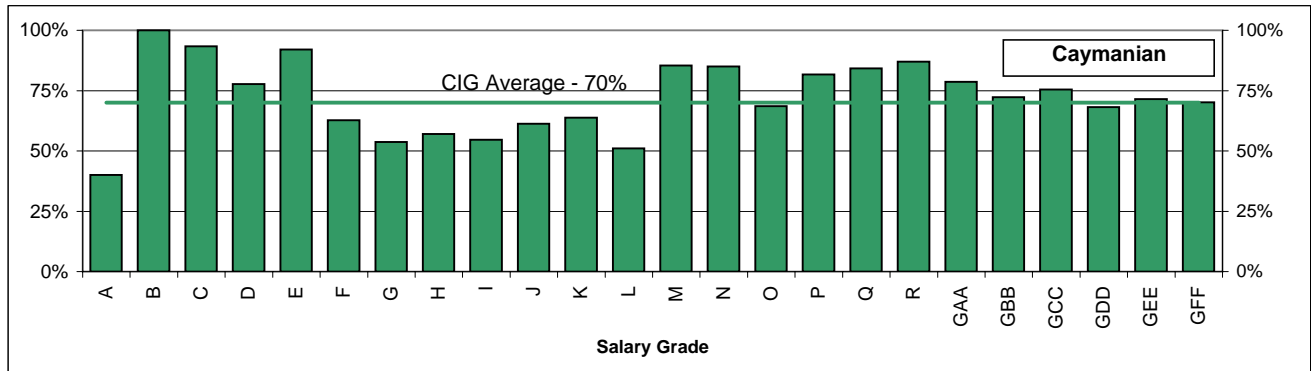
For salaried staff, male employees dominate the most senior executive roles within the service at 86% of employees on grades B and above. Positions include: His Excellency the Governor, the Chief Secretary, the Attorney General, the Chief Justice and Puisine Judges.

For other organisation executives, Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments, predominantly falling within grades C to G, they are more evenly split with 59% of roles held by men and 41% held by women.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) and within the top and middle level operational roles (predominantly found in grades L to O) the gender split more representative of the service as a whole, with 51% and 53% respectively being held by women.

Women dominate the lowest level support roles (grades P to R) representing 68% of the workforce in that category. Male employees dominate the higher wage ranges, where 90% of employees at grades GDD to GFF are male.

(1I) Employees by Nationality and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian	2	2	14	7	23	32	22	61	65	117	248	238	253	165	435	152	219	40	136	209	160	62	40	33	2735
Non-Caymanian	3	0	1	2	2	19	19	46	54	74	141	228	43	29	199	34	41	6	37	80	52	29	16	14	1169
Total	5	2	15	9	25	51	41	107	119	191	389	466	296	194	634	186	260	46	173	289	212	91	56	47	3904

Commentary

The graphs show the percentage of grades that are occupied by Caymanian and non-Caymanian employees as at 30th June 2008. When looking at core Government Caymanians make up 70% of the workforce.

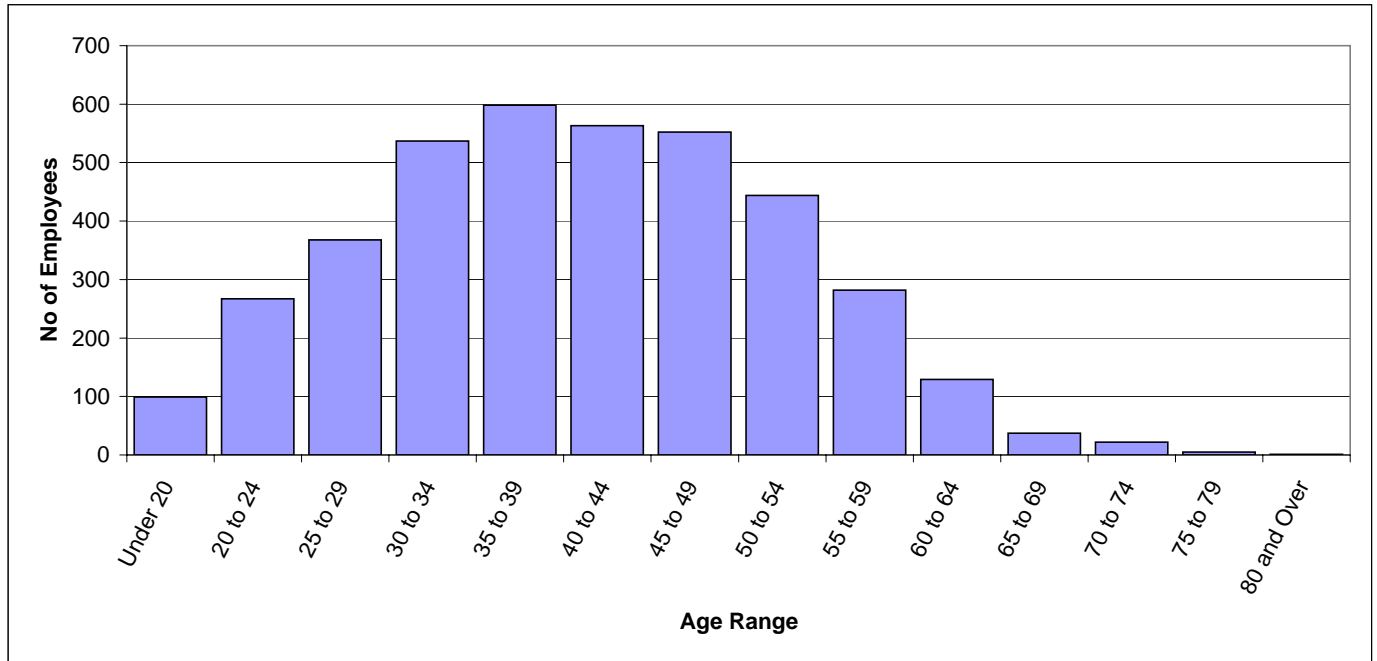
At the most senior executive level, grades B and above, 57% of employees within the service are Caymanians. Positions include His Excellency the Governor and the Puisne Judges who are non-Caymanian and the Chief Secretary, Attorney General and Chief Justice who are Caymanian.

The Civil Service is maintaining a high proportion of Caymanians in the most senior roles within Government. For other organisation executives, Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments, predominantly falling within grades C to G, Caymanians constitute 70% of employees in these roles, equivalent to the average of core Government as a whole.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) Caymanians are slightly under-represented, 61%. Caymanians are over-represented compared to the Government average in the lower salary range (P-R), 84% and the lower wage worker range (GAA-GCC), 75%.

This pattern may be explained, in part, by Ministries and Portfolio being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tend to hold a higher proportion of posts in the mid salary range, which tend to be the specialist roles. In many instances these are positions where local talent is unavailable.

(1m) Employees by Nationality and Age



	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 and Over	Total
Caymanian	98	254	280	313	353	364	388	308	224	95	35	19	3	1	2735
Non-Caymanian	1	13	88	224	245	199	164	136	58	34	2	3	2	0	1169
Total	99	267	368	537	598	563	552	444	282	129	37	22	5	1	3904
Caymanian	4%	9%	10%	11%	13%	13%	14%	11%	8%	3%	1%	1%	0%	0%	100%
Non-Caymanian	0%	1%	8%	19%	21%	17%	14%	12%	5%	3%	0%	0%	0%	0%	100%
%	3%	7%	9%	14%	15%	14%	14%	11%	7%	3%	1%	1%	0%	0%	100%

Total past retirement age: **194** **5%**

Commentary

The graph shows the number of employees within Government, as at 30th June, across the various age ranges. There is a concentration of employees (58%) in the middle age bands (age 30 to 50) with reducing numbers in the older and younger ranges. The average age of a civil servant within the Cayman Islands is 40.

For the majority of roles within the Civil Service, the mandatory retirement age is 60. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law 2005. There are currently 194 employees, 5% of the Civil Service, over the age of 60.

More detailed information regarding the age distribution of employees can be found on page 14 where the data is broken down to departmental level.

Employee Information as at 30th June 2008

(1m) Employees by Department and Age

Ministry/Portfolio/Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	Over 70	Total	% Over Retirement Age
911 Emergency Communications	0	0	11	2	1	0	0	14	0%
Agriculture	1	7	9	22	20	3	0	62	5%
Audit Office	0	2	14	4	1	0	0	21	0%
Cabinet Office	1	11	9	3	6	3	0	33	9%
Cadet Corps	0	1	4	2	0	0	0	7	0%
Children & Family Services	1	14	43	65	52	7	2	184	5%
Complaints Commission	0	0	1	4	1	0	0	6	0%
Computer Services	3	13	27	16	11	1	0	71	1%
Counselling Services	0	4	9	11	9	1	0	34	3%
Customs Department	3	34	61	28	10	2	0	138	1%
District Administration	9	32	37	45	25	8	5	161	8%
Economics & Statistics Office	0	2	11	9	2	1	0	25	4%
Education	20	95	174	244	194	53	5	785	7%
Employment Services	1	9	2	7	6	0	0	25	0%
Environment	0	8	15	8	6	0	0	37	0%
Environmental Health	1	22	49	44	23	1	0	140	1%
Fire Department	1	27	56	52	8	4	1	149	3%
General Registry	4	16	15	9	5	0	0	49	0%
Government Information Services	0	3	10	5	3	1	0	22	5%
Health Insurance Commission	0	4	0	0	4	0	0	8	0%
His Excellency the Governor	0	0	1	2	3	0	0	6	0%
Immigration	20	55	39	28	24	2	2	170	2%
Judicial Department	3	3	13	19	17	7	0	62	11%
Lands & Survey	2	17	16	22	12	0	0	69	0%
Legal Affairs	0	14	21	18	8	4	1	66	8%
Legislative	0	0	2	4	5	1	0	12	8%
Ministry C, W & I	1	13	20	13	8	4	0	59	7%
Ministry DA, P, A & H	0	6	6	2	6	3	0	23	13%
Ministry Ed, T, E, Y&S, C	6	22	35	37	22	6	1	129	5%
Ministry H & HS	0	7	14	11	9	0	0	41	0%
Ministry T, E, I & C	0	5	12	9	6	1	0	33	3%
MRCU	1	5	11	8	9	5	0	39	13%
National Archive	0	0	7	3	3	4	0	17	24%
Planning	2	9	15	8	11	2	0	47	4%
Police	3	67	165	133	46	9	0	423	2%
Portfolio Civil Service	1	3	6	6	10	0	0	26	0%
Portfolio Finance & Economics	2	8	24	13	4	1	0	52	2%
Portfolio Int & Ext Affairs	0	8	11	8	11	1	0	39	3%
Postal	0	10	15	42	23	9	6	105	14%
Prison	0	13	47	66	30	4	2	162	4%
Public Works	5	29	33	39	36	11	2	155	8%
Radio Cayman	1	5	8	8	1	0	0	23	0%
Recreation, Parks & Cemeteries	0	5	8	9	6	1	0	29	3%
Tourism	5	20	18	9	8	3	0	63	5%
Treasury	0	4	14	9	6	1	0	34	3%
Vehicle & Equipment Services	1	2	14	9	14	2	1	43	7%
Youth and Sports	1	1	3	0	1	0	0	6	0%
Total	99	635	1135	1115	726	166	28	3904	5%

Commentary

The table shows the number of employees within each department spread across the various age ranges, as at the 30th June 2008. In most cases the department picture is reflective of the Government as a whole, however there are some notable exceptions. For example the department of Youth and Sport has 84% of its employee under the age of 40.

There are 5 departments with 10% or more of their staff complement working past the regular retirement age for Civil Servants: the Judicial Department, core Ministry of DAPA&H, MRCU, National Archive, and the Postal Department (identified in orange in the table above).

Section 2: Appointments to the Civil Service
2007/08

Appointment Information for 1st July 2007 to 30th June 2008

(2a) Appointments by Department and Employment Category

Ministry/Portfolio/Department	Salaried		Total Salaried Staff	Wage Worker	Total Recruitment	% New recruits appointed as wage workers	Total Employees 30-June-08	New recruits as % of total employees
	On-Island	Overseas		On-Island				
911 Emergency Communications	6	0	6	0	6	0%	14	43%
Agriculture	7	0	7	3	10	30%	62	16%
Audit Office	2	2	4	0	4	0%	21	19%
Cabinet Office	7	0	7	0	7	0%	33	21%
Cadet Corps	1	0	1	0	1	0%	7	14%
Children & Family Services	8	2	10	36	46	78%	184	25%
Complaints Commission	4	0	4	0	4	0%	6	67%
Computer Services	6	10	16	2	18	11%	71	25%
Counselling Services	4	5	9	0	9	0%	34	26%
Customs Department	10	0	10	2	12	17%	138	9%
District Administration	4	1	5	32	37	86%	161	23%
Economics & Statistics Office	1	4	5	7	12	58%	25	48%
Education	36	43	79	80	159	50%	785	20%
Employment Services	5	0	5	5	10	50%	25	40%
Environment	9	1	10	0	10	0%	37	27%
Environmental Health	3	0	3	15	18	83%	140	13%
Fire Department	0	0	0	0	0	0%	149	0%
General Registry	11	0	11	0	11	0%	49	22%
Government Information Services	1	2	3	0	3	0%	22	14%
Health Insurance Commission	2	0	2	0	2	0%	8	25%
Health Practice Commission	1	0	1	0	1	0%	0	
His Excellency the Governor	0	0	0	0	0	0%	6	0%
Immigration	15	0	15	44	59	75%	170	35%
Judicial Department	12	3	15	0	15	0%	62	24%
Lands & Survey	3	7	10	3	13	23%	69	19%
Legal Affairs	6	9	15	6	21	29%	66	32%
Legislative	1	0	1	0	1	0%	12	8%
Ministry C, W & I	5	1	6	3	9	33%	59	15%
Ministry DA, P, A & H	2	2	4	0	4	0%	23	17%
Ministry Ed, T, E, Y&S, C	21	6	27	6	33	18%	129	26%
Ministry H & HS	10	5	15	0	15	0%	41	37%
Ministry T, E, I & C	3	0	3	0	3	0%	33	9%
MRCU	2	0	2	0	2	0%	39	5%
National Archive	2	0	2	1	3	33%	17	18%
Planning	8	0	8	0	8	0%	47	17%
Police	15	25	40	6	46	13%	423	11%
Portfolio Civil Service	2	2	4	0	4	0%	26	15%
Portfolio Finance & Economics	10	3	13	0	13	0%	52	25%
Portfolio Int & Ext Affairs	4	3	7	0	7	0%	39	18%
Postal	6	0	6	10	16	63%	105	15%
Prison	13	2	15	2	17	12%	162	10%
Public Works	1	3	4	21	25	84%	155	16%
Radio Cayman	5	0	5	0	5	0%	23	22%
Recreation, Parks & Cemeteries	6	0	6	6	12	50%	29	41%
Tourism	15	2	17	4	21	19%	63	33%
Treasury	1	0	1	0	1	0%	34	3%
Vehicle & Equipment Services	0	0	0	5	5	100%	43	12%
Youth and Sports	1	1	2	0	2	0%	6	33%
Total	297	144	441	299	740	40%	3904	
% of Total Appointments	40.1%	19.5%	59.6%	40.4%	100.0%			

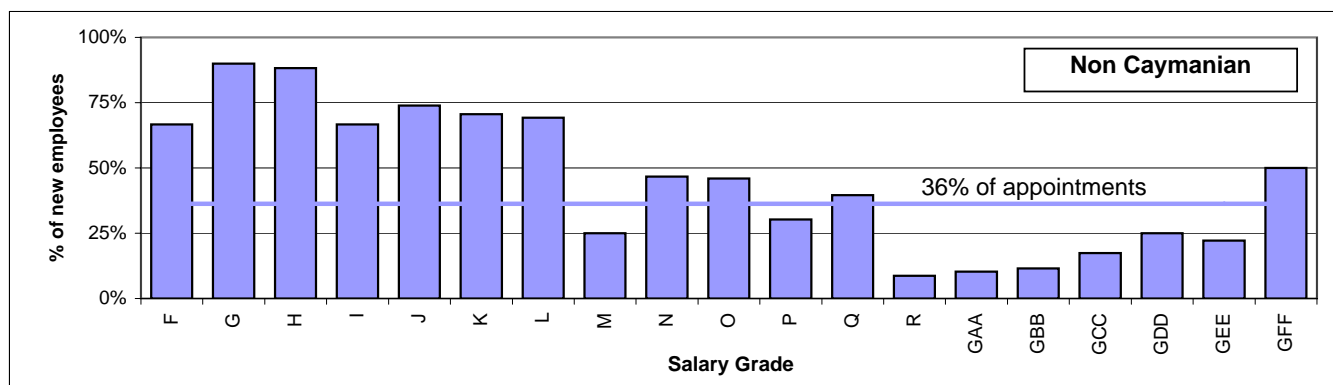
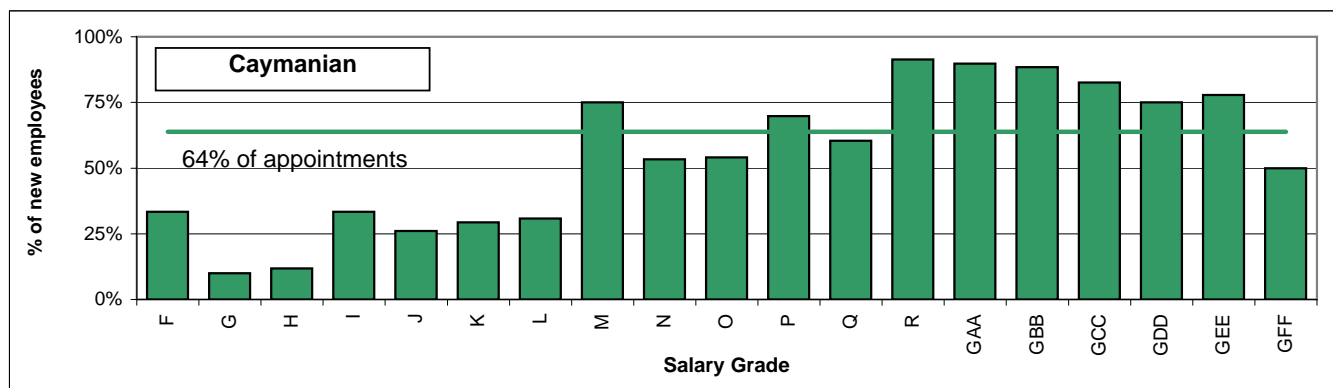
Commentary

There were 740 new appointments to the Civil Service during 2007/08, which represents the highest annual recruitment level in the last 5 years. Of the total number of recruits, 40% were appointed as wage workers (paid an hourly rate bi-weekly) and 60% were appointed as salaried staff. In relation to individual departments, the proportion of employees appointed as wage workers ranged from 11% within Computer Services to 100% appointed by the Department of Vehicle and Equipment Services.

The majority of recruitment for Government (81%) was of individuals already on-island, with 19% being appointed from overseas. Of the 596 employee's recruited on-island, 125 were non-Caymanian.

For some departments, their recruitment level represented substantial growth or replacement, as shown by the green shading in the table above. The shading identifies recruitment levels of 25% or more of total employees.

(2b) Appointments by Grade and Nationality



	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total	%
Caymanian	2	1	2	6	6	15	24	15	8	33	30	32	42	70	107	57	12	7	3	472	64%
Non-Caymanian	4	9	15	12	17	36	54	5	7	28	13	21	4	8	14	12	4	2	3	268	36%
Total	6	10	17	18	23	51	78	20	15	61	43	53	46	78	121	69	16	9	6	740	100%

Commentary

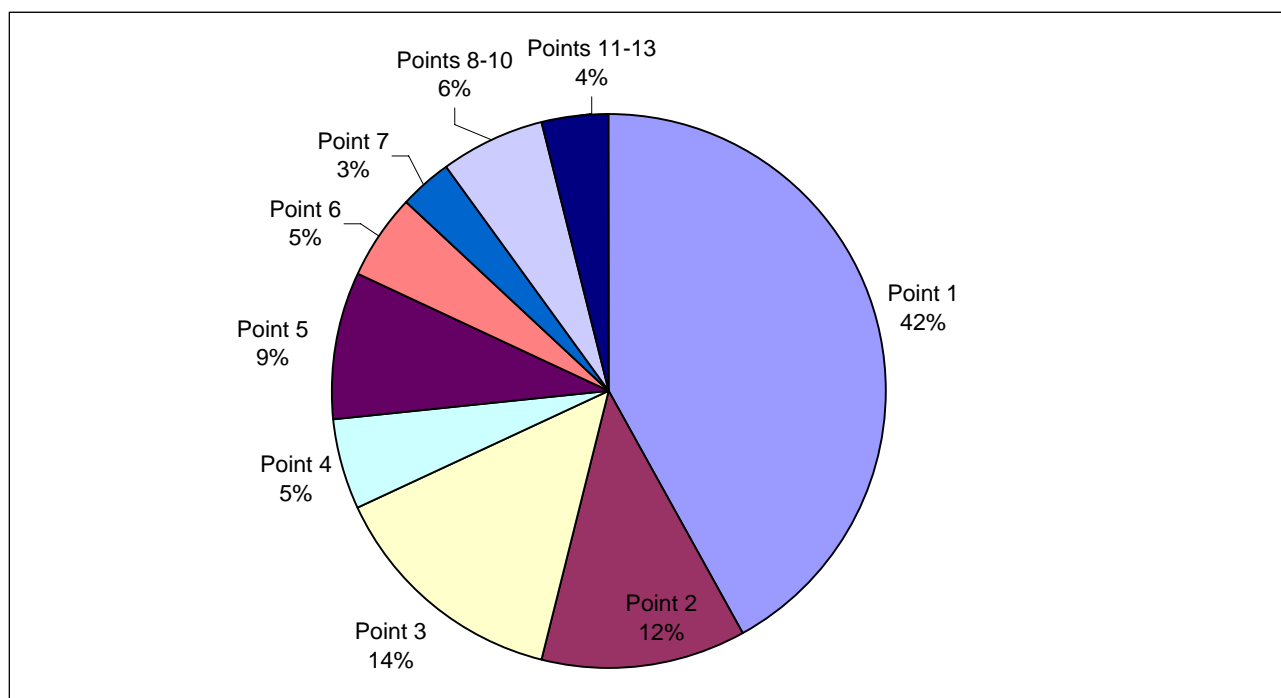
Caymanians constituted 64% of all new recruitments to the Civil Service during the fiscal year 2007/08.

During 2007/08 most of the new appointments to Government of non-Caymanians were to salaried positions in the more senior roles, including a range of individual specialist roles such as Project Managers, Legal Counsel, a number of Deputy Directors from different departments and IT specialists. There were also a number of appointments of non-Caymanian Teachers and Police Officers.

Caymanian appointments were predominantly on wage worker employment terms and at the lower salaried range, including Office Support Staff, Teacher's Aides, Cleaners, Labourers and Bus Wardens.

It should be noted however, that this does not form the full picture of attraction, retention and promotion of Caymanians within the Civil Service, as these figures do not take into account existing civil servants who have moved to new roles from within Government.

(2c) Salary Point Placement for new employees to Government



Spinal Point	Caymanian			Non-Caymanian			Total			Salaried Staff			Wage-Workers		
	No.	%	Cumulative %	No.	%	Cumulative %	No.	%	Cumulative %	No.	%	Cumulative %	No.	%	Cumulative %
Point 1	242	51%	51%	69	26%	26%	311	42%	42%	123	28%	28%	188	63%	63%
Point 2	53	11%	63%	35	13%	39%	88	12%	54%	57	13%	41%	31	10%	73%
Point 3	59	13%	75%	45	17%	56%	104	14%	68%	53	12%	53%	51	17%	90%
Point 4	15	3%	78%	24	9%	65%	39	5%	73%	35	8%	61%	4	1%	92%
Point 5	39	8%	86%	26	10%	74%	65	9%	82%	40	9%	70%	25	8%	100%
Point 6	16	3%	90%	21	8%	82%	37	5%	87%	37	8%	78%	-	-	-
Point 7	13	3%	93%	10	4%	86%	23	3%	90%	23	5%	83%	-	-	-
Point 8	7	1%	94%	9	3%	89%	16	2%	92%	16	4%	87%	-	-	-
Point 9	6	1%	95%	7	3%	92%	13	2%	94%	13	3%	90%	-	-	-
Point 10	5	1%	96%	10	4%	96%	15	2%	96%	15	3%	93%	-	-	-
Point 11	4	1%	97%	7	3%	98%	11	1%	98%	11	2%	96%	-	-	-
Point 12	4	1%	98%	5	2%	100%	9	1%	99%	9	2%	98%	-	-	-
Point 13	9	2%	100%	0	0%	100%	9	1%	100%	9	2%	100%	-	-	-
Total	472	100%		268	100%		740	100%		441	100%		299	100%	

- Wage Worker grades contain points 1-5 only

Commentary

General Orders was very prescriptive about the start point on a salary grade for individuals on appointment to the Civil Service. The Public Service Management Law 2005 and Personnel Regulations 2006 have delegated this decision, and appointments are made to any spinal point on a designated salary scale at the discretion of the appointing officer.

The information above provides an indication of any changes in appointment practices. It shows that the percentage of new employees that are appointed to spinal point 1 is 42%, whilst over 80% of new appointments are to points 1 through 5.

The yellow shaded area shows appointments split by nationality. Caymanians are more likely to be placed on the first spinal point of the grade (51%) than non-Caymanians (26%).

The green shaded area looks at the split between salaried staff and wage workers, where 63% of wage workers are appointed on point 1 compared to 28% of salaried staff.

Section 3: Leavers from the Civil Service
2007/08

Leavers Information 01-Jan-07 to 31-Dec-07

Leavers by Ministry/Portfolio/Department

Ministry/Portfolio/Department	Fixed Term	Open Ended	Salaried	Waged	Total	% Turnover*
911 Emergency Communications	2	1	3		3	17.6%
Agriculture	4	3	4	3	7	11.1%
Audit Office	1		1		1	5.6%
Cabinet Office	1		1		1	4.3%
Cadet Corps						
Children & Family Services	35	3	5	33	38	21.8%
Complaints Commission	1	1	2		2	33.3%
Computer Services	5		3	2	5	7.8%
Counselling Services		3	3		3	10.0%
Customs Department	3	3	3	3	6	4.6%
District Administration	2	6	3	5	8	5.3%
Economics & Statistics Office	2	1	1	2	3	16.7%
Education	82	18	44	56	100	13.9%
Employment Services	2	3	4	1	5	20.8%
Environment	5	2	7		7	21.2%
Environmental Health	8	2		10	10	7.4%
Fire Department		3	3		3	2.0%
General Registry	8	5	5	8	13	27.7%
Government Information Services	1	1	1	1	2	9.5%
Health Insurance Commission		1	1		1	16.7%
His Excellency the Governor	1		1		1	16.7%
Immigration	19	8	8	19	27	17.4%
Judicial Department	7	2	9		9	15.5%
Lands & Survey	11		6	5	11	17.2%
Legal Affairs	17		9	8	17	25.4%
Legislative						
Ministry C, W & I	1		1		1	1.9%
Ministry DA, P, A & H	1		1		1	5.0%
Ministry Ed, T, E, Y&S, C	10	4	9	5	14	12.1%
Ministry H & HS	2	2	4		4	10.8%
Ministry T, E, I & C	2	2	4		4	12.5%
MRCU	6		3	3	6	13.6%
National Archive	1		1		1	6.3%
Planning	3	2	5		5	11.1%
Police	21	17	36	2	38	8.8%
Portfolio Civil Service	1		1		1	4.2%
Portfolio Finance & Economics	3	1	3	1	4	8.9%
Portfolio Int & Ext Affairs						
Postal	4			4	4	4.0%
Prison	6	4	8	2	10	6.3%
Public Works	17	7	4	20	24	15.8%
Radio Cayman	2	1	2	1	3	15.0%
Recreation, Parks & Cemeteries	3	2	5	5	5	23.8%
Tourism	6	5	8	3	11	22.0%
Treasury	3	1	3	1	4	12.1%
Vehicle & Equipment Services	3	1	1	3	4	9.8%
Youth and Sports						
Total	312	115	221	206	427	11.6%
%	73.1%	26.9%	51.8%	48.2%		

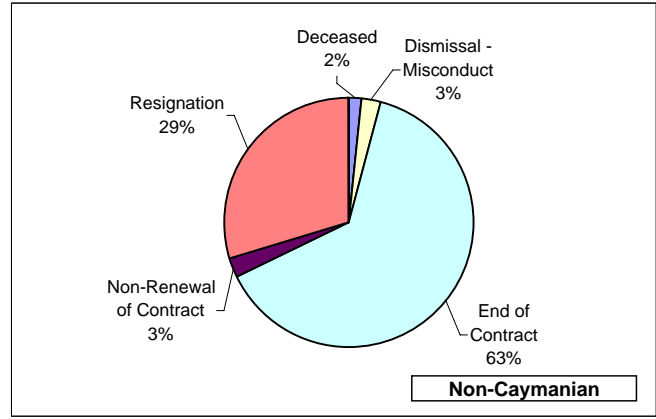
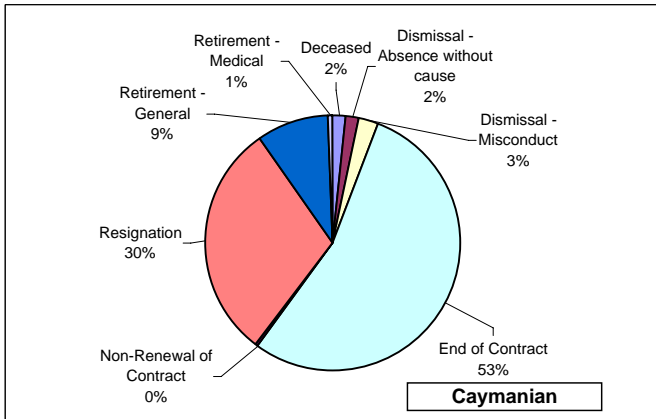
*Based on the average number of employees from 10th Jan 2007, 10th Jul 07 & 10th Jan 08

Whilst 427 employees left Government employment during 2007, the turnover rate for Government has remained stable over the last 5 years, hovering around the 11% mark. During 2007 the overall turnover rate was 11.6%

The turnover figures by department are displayed in the table above. Those departments experiencing more than double the average turnover rate for Government are identified in red above, and include the Complaints Commission (33%), General Registry (28%), Legal Affairs (25%) and Recreation, Parks & Cemeteries (24%).

A number of departments did not experience any loss of staff during 2007, namely the Cadet Corps, Legislative, and core Portfolio of Internal & External Affairs, Youth and Sport. The Audit Office, Cabinet, Customs, District Administration, Fire, core Ministry CW&I, core Ministry DA,P,A&H, Portfolio of the Civil Service and Postal departments all experienced turnover rates that were less than half the organisational average and are identified in blue above.

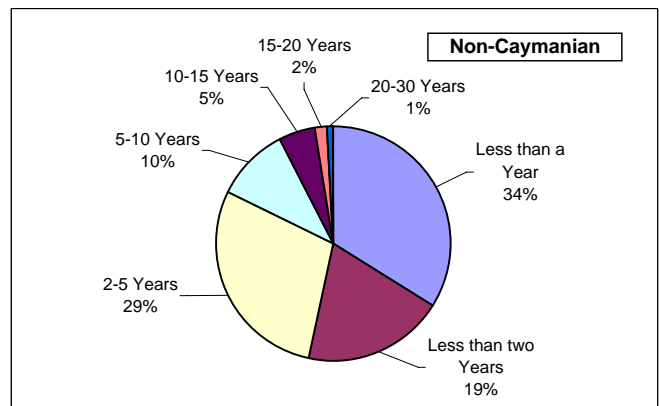
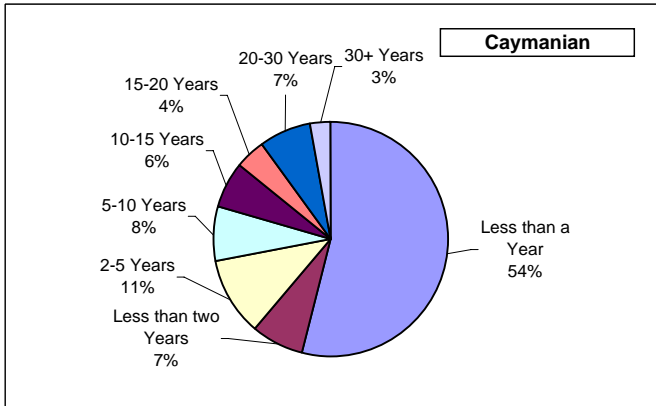
(3b) Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	Non-Caymanian	Total	% of Total
Deceased	6	2	8	2%
Dismissal - Absence without cause	6	0	6	1%
Dismissal - Misconduct	9	3	12	3%
End of Contract	193	75	268	57%
Non-Renewal of Contract	1	3	4	1%
Resignation	106	35	141	30%
Retirement - General	33	0	33	7%
Retirement - Medical	2	0	2	0%
Total	356	118	474	100%

Length of Service	Caymanian	Non-Caymanian	Total	% of Total	Cumulative
Less than a Year	192	40	232	49%	49%
Less than two Years	26	23	49	10%	59%
2-5 Years	38	34	72	15%	74%
5-10 Years	27	12	39	8%	83%
10-15 Years	23	6	29	6%	89%
15-20 Years	14	2	16	3%	92%
20-30 Years	26	1	27	6%	98%
30+ Years	10	0	10	2%	100%
Total	356	118	474	100%	

Leavers by Length of Service



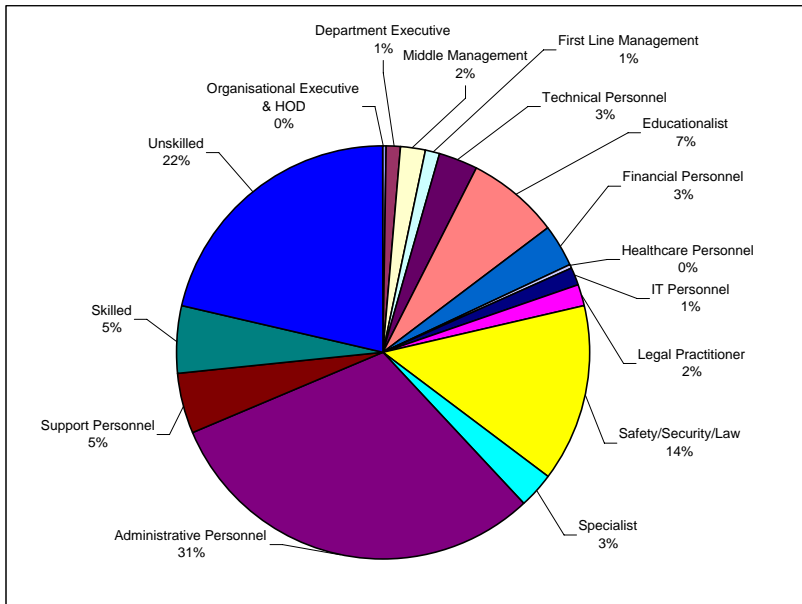
Commentary

Information recorded in HRIRIS shows the major reason employees left the Civil Service during the fiscal year 07/08 was as a result of the end of their employment agreement. This accounts for 57% of all leavers. The percentage of non-Caymanians leaving due to end of contract is 10% higher than the percentage of Caymanians. A further 30% of leavers resigned from the service. There is little difference between the proportion of Caymanian and non-Caymanian employees who resigned from Government.

During 2007/08, 10% of all Caymanians who left the service retired because they had reached retirement age or retired on medical grounds (these reasons are not applicable in the case of non-Caymanians).

A high proportion, almost 50%, of all leavers during 2007/08 had less than 1 year's service with Government and a further 10% had less than 2 year's service. The proportion of Caymanians leaving within the first year (54%) is 20% higher than for non-Caymanians (34%). The appointment of young Caymanians to "holiday" jobs may be a contributing factor.

(3c) Leavers by Job Classification, including Uniform Branch and Teaching Staff



Leavers from within the Uniform Service (Operational Officers Only)

Uniform Branch	Total Leavers	Avg No of Staff	% Turnover*
Customs	3	100	3%
Fire	5	135	4%
Immigration	5	58	9%
Police	39	349	11%
Prison	7	138	5%
Total	59	779	7.6%

Leavers from within the Teaching Profession

	Total Leavers	Avg No of Staff	% Turnover*
Teachers	28	432	6.5%

Job Classification	Leavers during 2007/08			% of total category	Turnover by Classification*
	Caymanian	Non-Caymanian	Total		
Organisational Executive & HOD	1	0	1	0.2%	4.1%
Department Executive	4	1	5	1.1%	10.0%
Middle Management	5	5	10	2.1%	7.8%
First Line Management	5	0	5	1.1%	12.5%
Technical Personnel	10	4	14	3.0%	9.5%
Educationalist	14	21	35	7.4%	6.6%
Financial Personnel	10	6	16	3.4%	7.8%
Healthcare Personnel	1	0	1	0.2%	8.3%
IT Personnel	2	5	7	1.5%	12.0%
Legal Practitioner	2	6	8	1.7%	23.2%
Safety/Security/Law	35	30	65	13.7%	7.7%
Specialist	4	10	14	3.0%	7.6%
Administrative Personnel	131	13	144	30.4%	22.9%
Support Personnel	23	0	23	4.9%	15.1%
Skilled	19	6	25	5.3%	8.5%
Unskilled	90	11	101	21.3%	23.2%
Total	356	118	474	100.0%	12.6%

* Based on average number of employees at 1 July 2007 and 30th June 2008

Commentary

During 2007/08, the highest turnover was of employees undertaking administrative style roles within the Civil Service (30%) and unskilled workers predominantly paid an hourly rate (21%). The lowest turnover was from Organisational Executive, Heads of Department and Department Executives who jointly only accounted for 1%.

The turnover rate for the combined Uniform Divisions is approximately 7.6%, which is below the overall turnover rate of Government for 07/08 (12.6%). The specialism within the roles and the difficulty of finding comparable employment in the private sector may be a contributory reason for this low turnover rate.

Comparisons between the uniform divisions show that Customs and Fire Departments experienced the lowest turnover rates at 3% and 4% respectively. The Police Department had the highest turnover rate at 11%. This is below the average for Government as a whole.

The turnover rate for teaching staff is also low when compared to Government as a whole. During 2007/8 the turnover rate for teachers was 6.5%.

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Section 4: Supporting Data

Employee Information 10th January 2001 to 30th June 2008

Number and Percentage of Employees by Employment Type and Nationality

30-Jun-08	Caymanian	Non-Caymanian	Total
Salaried Staff	2095	941	3036
Wage Worker	640	228	868
Total	2735	1169	3904

10-Jan-08	Caymanian	Non-Caymanian	Total
Salaried Staff	2040	926	2966
Wage Worker	632	245	877
Total	2672	1171	3843

01-Jul-07	Caymanian	Non-Caymanian	Total
Salaried Staff	1929	801	2730
Wage Worker	666	236	902
Total	2595	1037	3632

10-Jan-07	Caymanian	Non-Caymanian	Total
Salaried Staff	1829	778	2607
Wage Worker	652	261	913
Total	2481	1039	3520

10-Jul-06	Caymanian	Non-Caymanian	Total
Salaried Staff	1795	653	2448
Wage Worker	708	262	970
Total	2503	915	3418

10-Jan-06	Caymanian	Non-Caymanian	Total
Salaried Staff	1774	625	2399
Wage Worker	675	258	933
Total	2449	883	3332

10-JUL-05¹	Caymanian	Non-Caymanian	Total
Salaried Staff	1753	549	2302
Wage Worker	672	250	922
Total	2425	799	3224

10-Jan-05	Caymanian	Non-Caymanian	Total
Salaried Staff	1707	593	2300
Wage Worker	625	244	869
Total	2332	837	3169

10-Jul-04	Caymanian	Non-Caymanian	Total
Salaried Staff	1690	597	2287
Wage Worker	598	258	856
Total	2288	855	3143

10-Jan-04	Caymanian	Non-Caymanian	Total
Salaried Staff	1595	676	2271
Wage Worker	643	285	928
Total	2238	961	3199

10-Jul-03	Caymanian	Non-Caymanian	Total
Salaried Staff	1506	711	2217
Wage Worker	569	311	880
Total	2075	1022	3097

10-Jan-03	Caymanian	Non-Caymanian	Total
Salaried Staff	1410	786	2196
Wage Worker	567	344	911
Total	1977	1130	3107

10-Jul-02	Caymanian	Non-Caymanian	Total
Salaried Staff	1412	794	2206
Wage Worker	595	366	961
Total	2007	1160	3167

10-Jan-02	Caymanian	Non-Caymanian	Total
Salaried Staff	1606	1117	2723
Wage Worker	608	489	1097
Total	2214	1606	3820

10-Jul-01	Caymanian	Non-Caymanian	Total
Salaried Staff	1577	1126	2703
Wage Worker	690	540	1230
Total	2267	1666	3933

10-Jan-01	Caymanian	Non-Caymanian	Total
Salaried Staff	1603	1166	2769
Wage Worker	684	581	1265
Total	2287	1747	4034

30-Jun-08	Caymanian	Non-Caymanian	Total
Salaried Staff	53.7%	24.1%	77.8%
Wage Worker	16.4%	5.8%	22.2%
Total	70.1%	29.9%	100.0%

10-Jan-08	Caymanian	Non-Caymanian	Total
Salaried Staff	53.1%	24.1%	77.2%
Wage Worker	16.4%	6.4%	22.8%
Total	69.5%	30.5%	100.0%

01-Jul-07	Caymanian	Non-Caymanian	Total
Salaried Staff	53.1%	22.1%	75.2%
Wage Worker	18.3%	6.5%	24.8%
Total	71.4%	28.6%	100.0%

10-Jan-07	Caymanian	Non-Caymanian	Total
Salaried Staff	52.0%	22.1%	74.1%
Wage Worker	18.5%	7.4%	25.9%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Salaried Staff	52.5%	19.1%	71.6%
Wage Worker	20.7%	7.7%	28.4%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Salaried Staff	53.2%	18.8%	72.0%
Wage Worker	20.3%	7.7%	28.0%
Total	73.5%	26.5%	100.0%

10-JUL-05¹	Caymanian	Non-Caymanian	Total
Salaried Staff	54.4%	17.0%	71.4%
Wage Worker	20.8%	7.8%	28.6%
Total	75.2%	24.8%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Salaried Staff	53.9%	18.7%	72.6%
Wage Worker	19.7%	7.7%	27.4%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Salaried Staff	53.8%	19.0%	72.8%
Wage Worker	19.0%	8.2%	27.2%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Salaried Staff	49.9%	21.1%	71.0%
Wage Worker	20.1%	8.9%	29.0%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Salaried Staff	48.6%	23.0%	71.6%
Wage Worker	18.4%	10.0%	28.4%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Salaried Staff	45.4%	25.3%	70.7%
Wage Worker	18.2%	11.1%	29.3%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Salaried Staff	44.6%	25.1%	69.7%
Wage Worker	18.8%	11.6%	30.3%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Salaried Staff	42.0%	29.2%	71.3%
Wage Worker	15.9%	12.8%	28.7%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Salaried Staff	40.1%	28.6%	68.7%
Wage Worker	17.5%	13.7%	31.3%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Salaried Staff	39.7%	28.9%	68.6%
Wage Worker	17.0%	14.4%	31.4%
Total	56.7%	43.3%	100.0%

¹ Information updated in 2008

Number and Percentage of Employees by Employment Agreement Type and Nationality

30-Jun-08	Caymanian	Non-Caymanian	Total
Fixed Term	470	1169	1639
Open-Ended	2265		2265
Total	2735	1169	3904

10-Jan-08	Caymanian	Non-Caymanian	Total
Fixed Term	520	1171	1691
Open-Ended	2152		2152
Total	2672	1171	3843

01-Jul-07	Caymanian	Non-Caymanian	Total
Fixed Term	469	1037	1506
Open-Ended*	2126		2126
Total	2595	1037	3632

10-Jan-07	Caymanian	Non-Caymanian	Total
Fixed Term	463	1039	1502
Open-Ended	2018		2018
Total	2481	1039	3520

10-Jul-06	Caymanian	Non-Caymanian	Total
Fixed Term	788	915	1703
Open-Ended*	1715		1715
Total	2503	915	3418

10-Jan-06	Caymanian	Non-Caymanian	Total
Fixed Term	756	883	1639
Open-Ended*	1693		1693
Total	2449	883	3332

10-JUL-05 ¹	Caymanian	Non-Caymanian	Total
Fixed Term	744	799	1543
Open-Ended*	1681		1681
Total	2425	799	3224

10-Jan-05	Caymanian	Non-Caymanian	Total
Fixed Term	683	837	1520
Open-Ended*	1649		1649
Total	2332	837	3169

10-Jul-04	Caymanian	Non-Caymanian	Total
Fixed Term	656	855	1511
Open-Ended*	1632		1632
Total	2288	855	3143

10-Jan-04	Caymanian	Non-Caymanian	Total
Fixed Term	701	961	1662
Open-Ended*	1537		1537
Total	2238	961	3199

10-Jul-03	Caymanian	Non-Caymanian	Total
Fixed Term	634	1022	1656
Open-Ended*	1441		1441
Total	2075	1022	3097

10-Jan-03	Caymanian	Non-Caymanian	Total
Fixed Term	614	1130	1744
Open-Ended*	1363		1363
Total	1977	1130	3107

10-Jul-02	Caymanian	Non-Caymanian	Total
Fixed Term	645	1160	1805
Open-Ended*	1362		1362
Total	2007	1160	3167

10-Jan-02	Caymanian	Non-Caymanian	Total
Fixed Term	677	1606	2283
Open-Ended*	1537		1537
Total	2214	1606	3820

10-Jul-01	Caymanian	Non-Caymanian	Total
Fixed Term	763	1666	2429
Open-Ended*	1504		1504
Total	2267	1666	3933

10-Jan-01	Caymanian	Non-Caymanian	Total
Fixed Term	758	1747	2505
Open-Ended*	1529		1529
Total	2287	1747	4034

30-Jun-08	Caymanian	Non-Caymanian	Total
Fixed Term	12.0%	29.9%	42.0%
Open-Ended	58.0%		58.0%
Total	70.1%	29.9%	100.0%

10-Jan-08	Caymanian	Non-Caymanian	Total
Fixed Term	13.5%	30.5%	44.0%
Open-Ended	56.0%		56.0%
Total	69.5%	30.5%	100.0%

01-Jul-07	Caymanian	Non-Caymanian	Total
Fixed Term	12.9%	28.6%	41.5%
Open-Ended	58.5%		58.5%
Total	71.4%	28.6%	100.0%

10-Jan-07	Caymanian	Non-Caymanian	Total
Fixed Term	13.2%	29.5%	42.7%
Open-Ended	57.3%		57.3%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Fixed Term	23.1%	26.8%	49.8%
Open-Ended	50.2%		50.2%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Fixed Term	22.7%	26.5%	49.2%
Open-Ended	50.8%		50.8%
Total	73.5%	26.5%	100.0%

10-JUL-05 ¹	Caymanian	Non-Caymanian	Total
Fixed Term	23.1%	24.8%	47.9%
Open-Ended	52.1%		52.1%
Total	75.2%	24.8%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Fixed Term	21.6%	26.4%	48.0%
Open-Ended	52.0%		52.0%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Fixed Term	20.9%	27.2%	48.1%
Open-Ended	51.9%		51.9%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Fixed Term	21.9%	30.0%	52.0%
Open-Ended	48.0%		48.0%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Fixed Term	20.5%	33.0%	53.5%
Open-Ended	46.5%		46.5%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Fixed Term	19.8%	36.4%	56.1%
Open-Ended	43.9%		43.9%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Fixed Term	20.4%	36.6%	57.0%
Open-Ended	43.0%		43.0%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Fixed Term	17.7%	42.0%	59.8%
Open-Ended	40.2%		40.2%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Fixed Term	19.4%	42.4%	61.8%
Open-Ended	38.2%		38.2%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Fixed Term	18.8%	43.3%	62.1%
Open-Ended	37.9%		37.9%
Total	56.7%	43.3%	100.0%

* Under General Orders this category of employees would have been referred to as PPE

¹ Information updated in 2008

Employee Information 10th January 2001 to 30th June 2008

Number and Percentage of Employees recruited Locally/Overseas by Nationality

30-Jun-08	Caymanian	Non-Caymanian	Total
Locally Recruited	2728	612	3340
Recruited Overseas	7	557	564
Total	2735	1169	3904

30-Jun-08	Caymanian	Non-Caymanian	Total
Locally Recruited	69.9%	15.7%	85.6%
Recruited Overseas	0.2%	14.3%	14.4%
Total	70.1%	29.9%	100.0%

10-Jan-08	Caymanian	Non-Caymanian	Total
Locally Recruited	2666	612	3278
Recruited Overseas	6	559	565
Total	2672	1171	3843

10-Jan-08	Caymanian	Non-Caymanian	Total
Locally Recruited	69.4%	15.9%	85.3%
Recruited Overseas	0.2%	14.5%	14.7%
Total	69.5%	30.5%	100.0%

01-Jul-07	Caymanian	Non-Caymanian	Total
Locally Recruited	2589	558	3147
Recruited Overseas	6	479	485
Total	2595	1037	3632

01-Jul-07	Caymanian	Non-Caymanian	Total
Locally Recruited	71.3%	15.4%	86.6%
Recruited Overseas	0.2%	13.2%	13.4%
Total	71.4%	28.6%	100.0%

10-Jan-07	Caymanian	Non-Caymanian	Total
Locally Recruited	2479	564	3043
Recruited Overseas	2	475	477
Total	2481	1039	3520

10-Jan-07	Caymanian	Non-Caymanian	Total
Locally Recruited	70.4%	16.0%	86.4%
Recruited Overseas	0.1%	13.5%	13.6%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Locally Recruited	2503	530	3033
Recruited Overseas*		385	385
Total	2503	915	3418

10-Jul-06	Caymanian	Non-Caymanian	Total
Locally Recruited	73.2%	15.5%	88.7%
Recruited Overseas		11.3%	11.3%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Locally Recruited	2449	520	2969
Recruited Overseas*		363	363
Total	2449	883	3332

10-Jan-06	Caymanian	Non-Caymanian	Total
Locally Recruited	73.5%	15.6%	89.1%
Recruited Overseas		10.9%	10.9%
Total	73.5%	26.5%	100.0%

10-JUL-05¹	Caymanian	Non-Caymanian	Total
Locally Recruited	2425	500	2925
Recruited Overseas*		299	299
Total	2425	799	3224

10-JUL-05¹	Caymanian	Non-Caymanian	Total
Locally Recruited	75.2%	15.5%	90.7%
Recruited Overseas		9.3%	9.3%
Total	75.2%	24.8%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Locally Recruited	2332	504	2836
Recruited Overseas*		333	333
Total	2332	837	3169

10-Jan-05	Caymanian	Non-Caymanian	Total
Locally Recruited	73.6%	15.9%	89.5%
Recruited Overseas		10.5%	10.5%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Locally Recruited	2288	528	2816
Recruited Overseas*		327	327
Total	2288	855	3143

10-Jul-04	Caymanian	Non-Caymanian	Total
Locally Recruited	72.8%	16.8%	89.6%
Recruited Overseas		10.4%	10.4%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Locally Recruited	2238	597	2835
Recruited Overseas*		364	364
Total	2238	961	3199

10-Jan-04	Caymanian	Non-Caymanian	Total
Locally Recruited	70.0%	18.7%	88.6%
Recruited Overseas		11.4%	11.4%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Locally Recruited	2075	667	2742
Recruited Overseas*		355	355
Total	2075	1022	3097

10-Jul-03	Caymanian	Non-Caymanian	Total
Locally Recruited	67.0%	21.5%	88.5%
Recruited Overseas		11.5%	11.5%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Locally Recruited	1977	729	2706
Recruited Overseas*		401	401
Total	1977	1130	3107

10-Jan-03	Caymanian	Non-Caymanian	Total
Locally Recruited	63.6%	23.5%	87.1%
Recruited Overseas		12.9%	12.9%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Locally Recruited	2007	760	2767
Recruited Overseas*		400	400
Total	2007	1160	3167

10-Jul-02	Caymanian	Non-Caymanian	Total
Locally Recruited	63.4%	24.0%	87.4%
Recruited Overseas		12.6%	12.6%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Locally Recruited	2214	1010	3224
Recruited Overseas*		596	596
Total	2214	1606	3820

10-Jan-02	Caymanian	Non-Caymanian	Total
Locally Recruited	58.0%	26.4%	84.4%
Recruited Overseas		15.6%	15.6%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Locally Recruited	2267	1070	3337
Recruited Overseas*		596	596
Total	2267	1666	3933

10-Jul-01	Caymanian	Non-Caymanian	Total
Locally Recruited	57.6%	27.2%	84.8%
Recruited Overseas		15.2%	15.2%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Locally Recruited	2287	1126	3413
Recruited Overseas*		621	621
Total	2287	1747	4034

10-Jan-01	Caymanian	Non-Caymanian	Total
Locally Recruited	56.7%	27.9%	84.6%
Recruited Overseas		15.4%	15.4%
Total	56.7%	43.3%	100.0%

* Under General Orders this category of employees would have been referred to as being on Overseas Contract

¹ Information updated in 2008

Glossary of Terms

Term	Explanation
Employee Information	<p>This relates to the number of employees that are managed locally on the HR/Payroll system.</p> <p>Including;</p> <ul style="list-style-type: none"> - Civil Servants - Judges - The UK Representative and Deputy Representative (by exception) <p>Excluding;</p> <ul style="list-style-type: none"> - Politicians - Governors Office support staff whose contracts are held by the Home Office - Employees who are on an unpaid career break - Overseas employees (Non Caymanian) of the Tourism Department
Employee Type	<p>This describes the terms and conditions that an employee is retained on. Under the Public Service Management Law 2005 and Personnel Regulations 2006 employees can be employed either as Salaried Staff who are paid monthly or Wage Worker defined as "a staff member whose remuneration is calculated at an hourly rate".</p>
Number of employees or Headcount	<p>The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub totals.</p>
Department	<p>The information presented at department level relates to the various cost centres that constitute a department.</p> <p>Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.</p>
Grades	<p>Salaried staff are paid on grades A to R, where A is the highest grade and R the lowest. Some positions such as the Judges and His Excellency the Governor lie outside the regular grading structure. These positions have been included under grade A for ease of classification.</p> <p>Employees remunerated hourly, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.</p>
Nationality	<p>Nationality is used to describe whether an employee is Caymanian or non-Caymanian.</p>
Country of Recruitment	<p>This is used to determine whether an employee has been recruited on-island or from overseas.</p>